

FOUNDATIONS
of
ADVENTIST
LEADERSHIP

A LEADERSHIP WORKSHOP

*Based on the Collected Papers
from the Leadership Symposium
General Conference Session*

July 3-7, 2005



Integrity:

*A 21st Century
Imperative—*

PART 1

Based on the Presentation by

B. Lyn Behrens

President, Loma Linda

University and Medical Center

Session 4 will address *the* following questions:

1

What is integrity, and why is it important in the
21st Century?

2

What does integrity look like in the lives of
individuals and leaders, and in institutions?

3

How can we identify integrity in our institutions
and church entities?

4

How can we handle with integrity errors
that occur?

5

How can we ensure corporate integrity in dealing

Integrity: An Essential Quality of Leadership

From the Wise Man

²⁰The Lord
hates people
with twisted
hearts,

but he delights
in those who
have integrity.

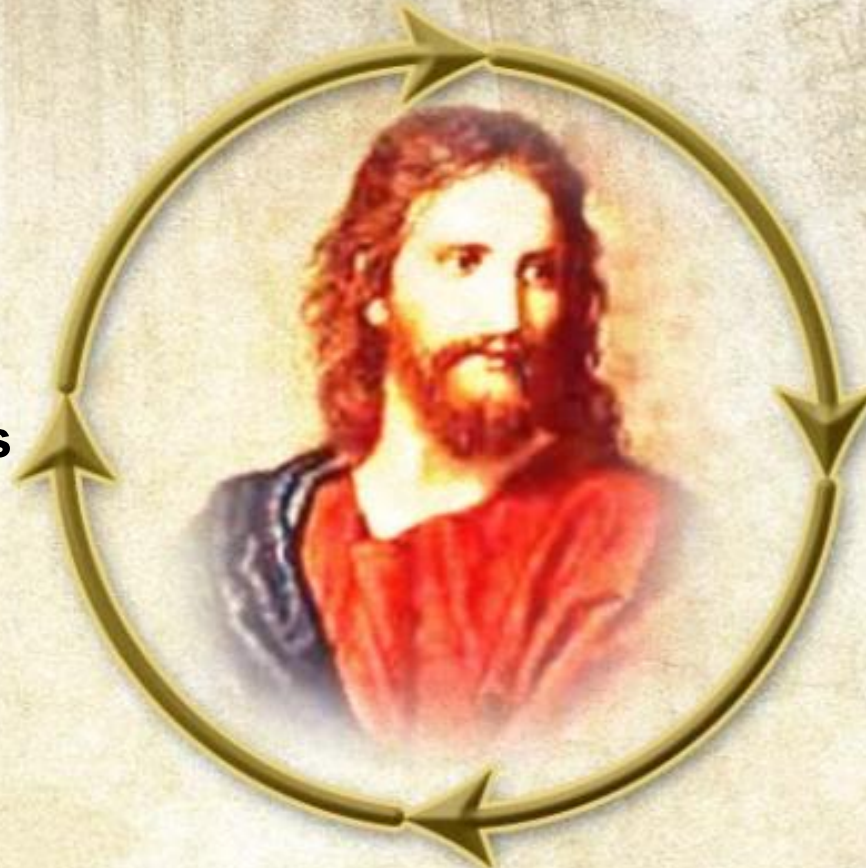
Prov 11:20 (NLT)

I. What Is Integrity, *and* Why Is It Important *in the* 21ST Century?

At Loma Linda University,
Christ is central to all activities.

Mission Statement

Daily Objectives

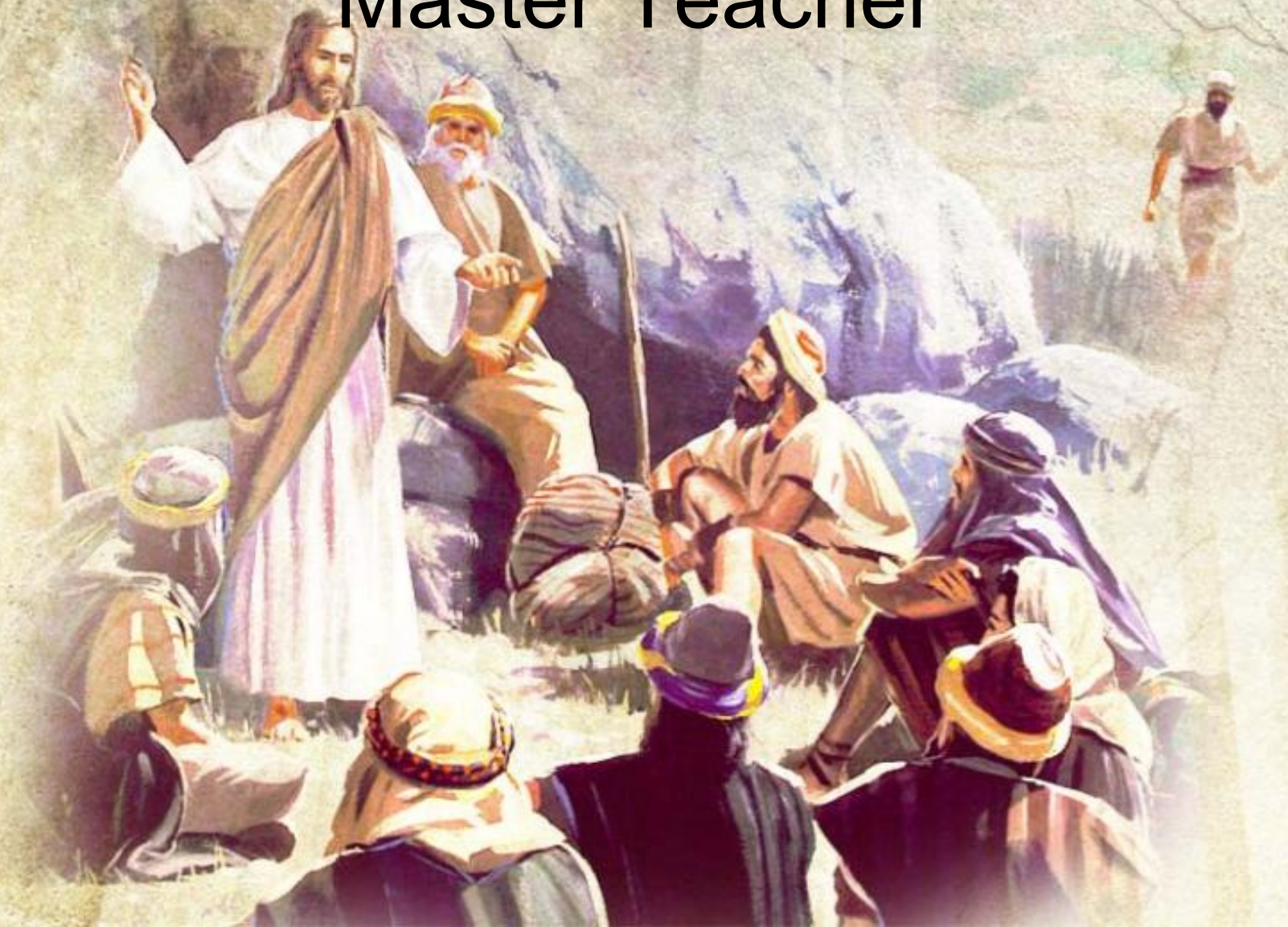


Long-range Plans

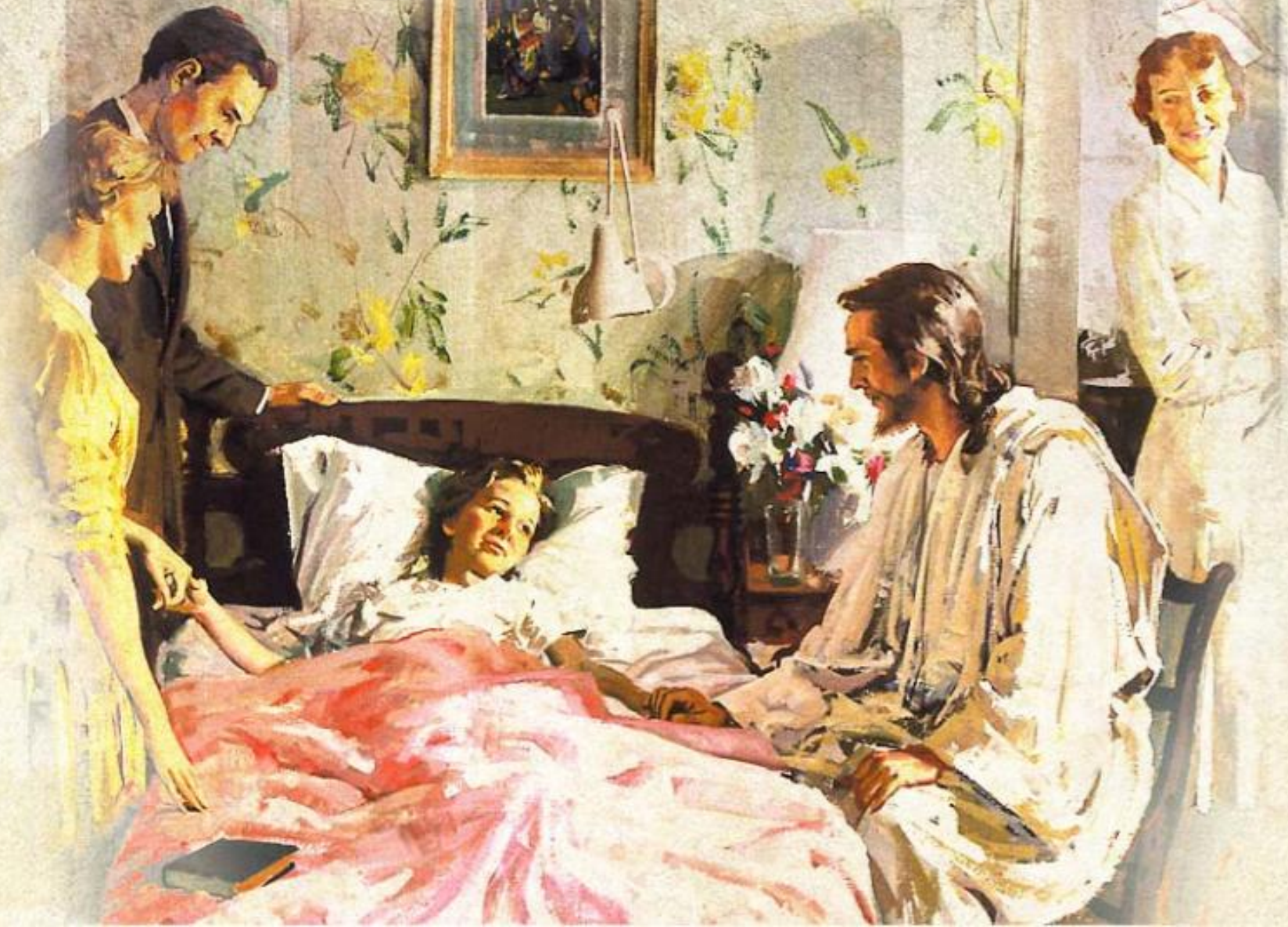
Short-range Goals

At Loma Linda, Christ is the Model

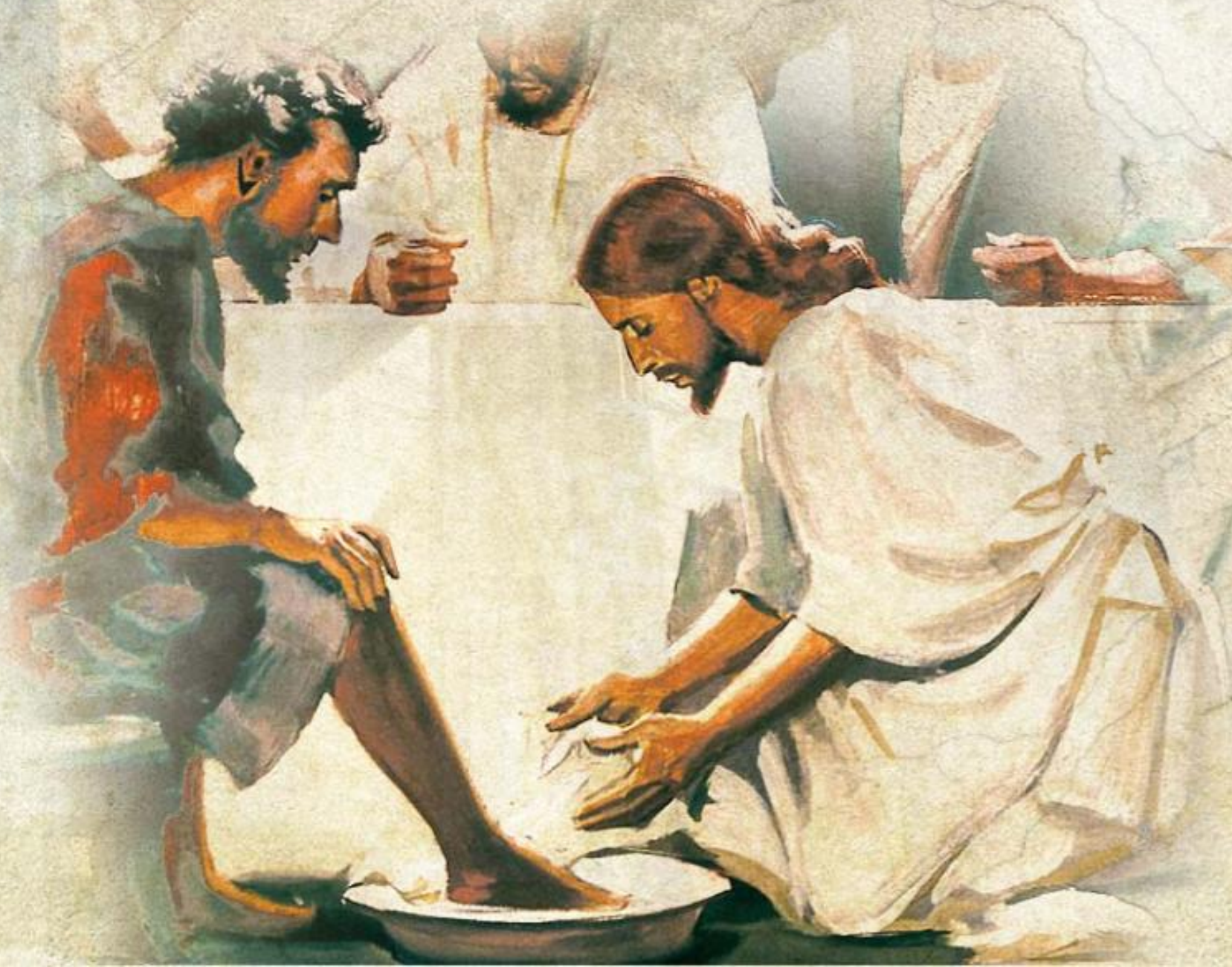
Master Teacher



Great Physician



Servant Leader



He is the Motivation for daily work.
He is the Means to accomplish all He
calls us to be and do.

³⁴"A new command I give you: Love one another. **As I have loved you, so you must love one another.**

³⁵ . . .All men will know that you are my disciples, if you love one another." *John 13: 34-35 (NIV)*

¹²I know what it is to be in need, and I know what it is to have plenty. I have learned the secret of being content in any and every situation, whether well fed or hungry, whether living in plenty or in want.

¹³**I can do everything through him who gives me strength.**

Phil 4:12,13 (NIV)

Christ is the Foundation of
faith, hope, and love.

¹³And now these three remain:
faith, hope and love. But the
greatest of these is love.

1 Cor 13:13 (NIV)

Integrity

One of the seven virtues selected
to guide personal and professional
behavior at Loma Linda



Integrity

A valued foundation for all actions
of the General Conference and its
employees



Integrity defined:

1

“an unimpaired condition . . .

2

firm adherence to a code of . . . moral or
artistic values . . .

3

the quality or state of being complete or
undivided . . .”(Webster’s New Collegiate
Dictionary, p. 595)

Integrity defines a state of “being” and
“living” characterized by unity,
completeness and wholeness, (Stephen L.

Four excellent books are used in this session:

Integrity

Stephen L. Carter

Leadership

Prayers

Richard Kriegbaum

Deliberate

Success

Eric Allenbaugh

The 8th

Habit

Stephen R. Covey

Integrity is being “one person,” being as “true to duty as the needle to the pole.”

Synonyms for integrity:

Soundness, incorruptibility, completeness, honesty, unity

Purpose

(Why I exist)

Principles

(What I Stand for)



Intentions

(What I am up

to)

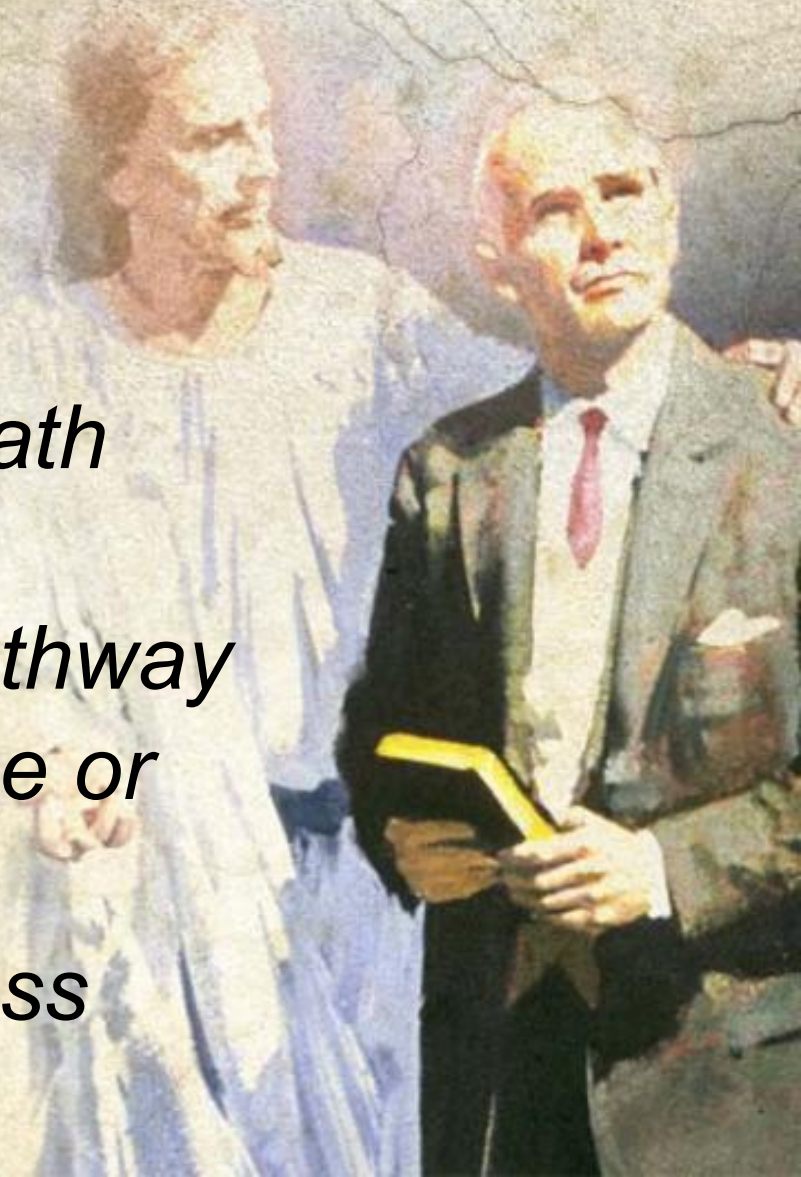
Words we use to show a
lack of integrity:
“duplicity”

being “two-faced”
being “double-tongued”



Integrity


- *Is the wholeness of our character*
- *Is the foundation of our conscience* (Covey, p. 8)
- *Calls us to discern right from wrong*
- *Calls us to identify the path of upright living*
- *Leads us to walk that pathway even at personal sacrifice or institutional cost* (Carter, p. 7)
- *Is a universal and timeless principle for living*



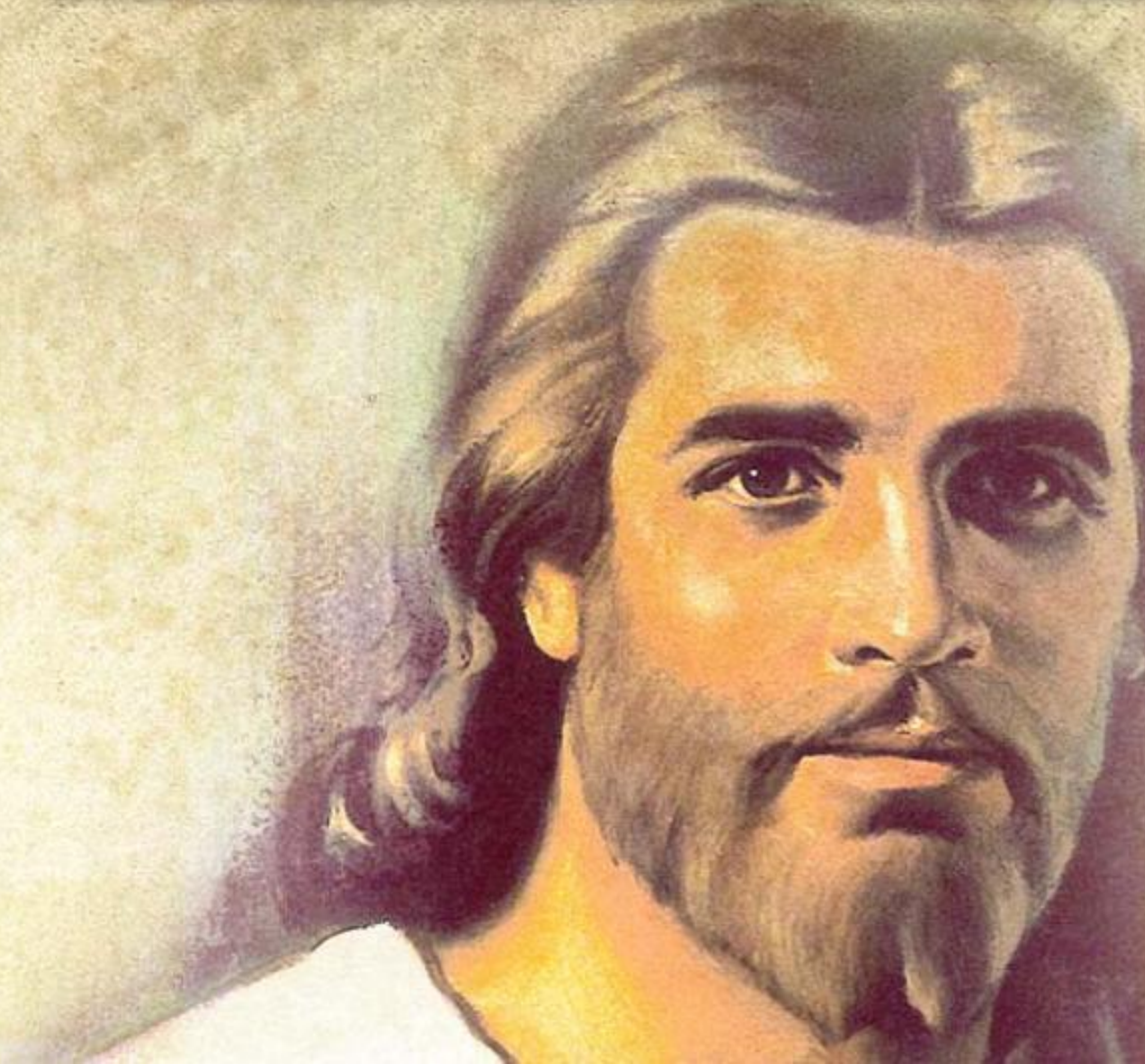
Integrity manifests itself as

- *Authenticity—“being who I claim to be and doing what I promise to do”*
- *Honesty, sincerity, forthrightness, and consistent truthfulness (Kriegbaum, p. 85)*
- *Promise keeping*
- *Avoidance of all forms of deception (Covey, p. 150)*

Integrity:

- *the soil from which trust grows*
 - *an essential principle of living for leaders*
 - *the number one quality needed in a leader* (from research of 54,000 people, Covey, p. 148)
 - *“the supreme quality for leadership”* (Dwight D. Eisenhower, Covey, p. 146)
 - *essential for corporate success* (as listed by 100 top executives of Fortune 500 Companies, Allenbaugh, p. 83)
- 
- A pair of hands is shown from the bottom right, cupping a small green seedling with three leaves in dark, rich soil. The background is a light-colored, textured surface with a prominent vertical crack running down the right side, suggesting a cracked wall or dry earth. The overall image conveys a sense of care, growth, and nurturing.

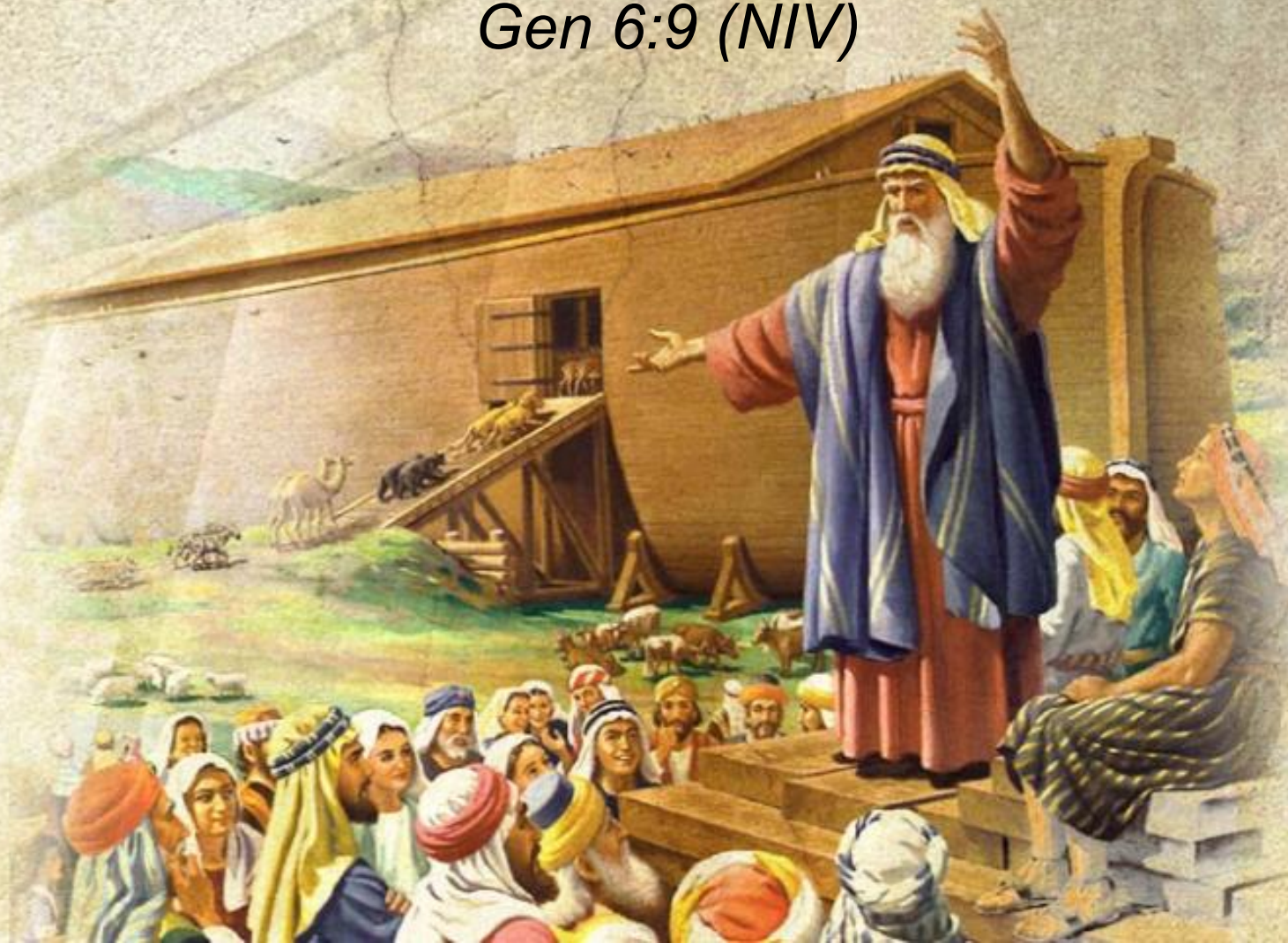
II. What Does Integrity Look Like *in the Lives of Individuals and Leaders, and in Institutions?*



Integrity *in the Lives of* Biblical Heroes

“Noah was a righteous man.”

Gen 6:9 (NIV)



Moses “chose to be mistreated along with the people of God rather than to enjoy the pleasures of sin for a short time.”

Heb 11:25 (NIV)



Elisha refused to accept payment for the miracle the Lord performed. He told Naaman, “As surely as the Lord lives, whom I serve, I will not accept a thing.’ And even though Naaman urged him, he refused.”

II Kgs 5:16 (NIV)



Nehemiah would not be deterred from his task. He said, “I am carrying on a great project and cannot go down.”

Neh 6:3 (NIV)



Paul: “Let me say plainly that I have been faithful.”

Acts 20:26 (NLT)

“So then, King Agrippa, I was not disobedient to the vision from heaven.”

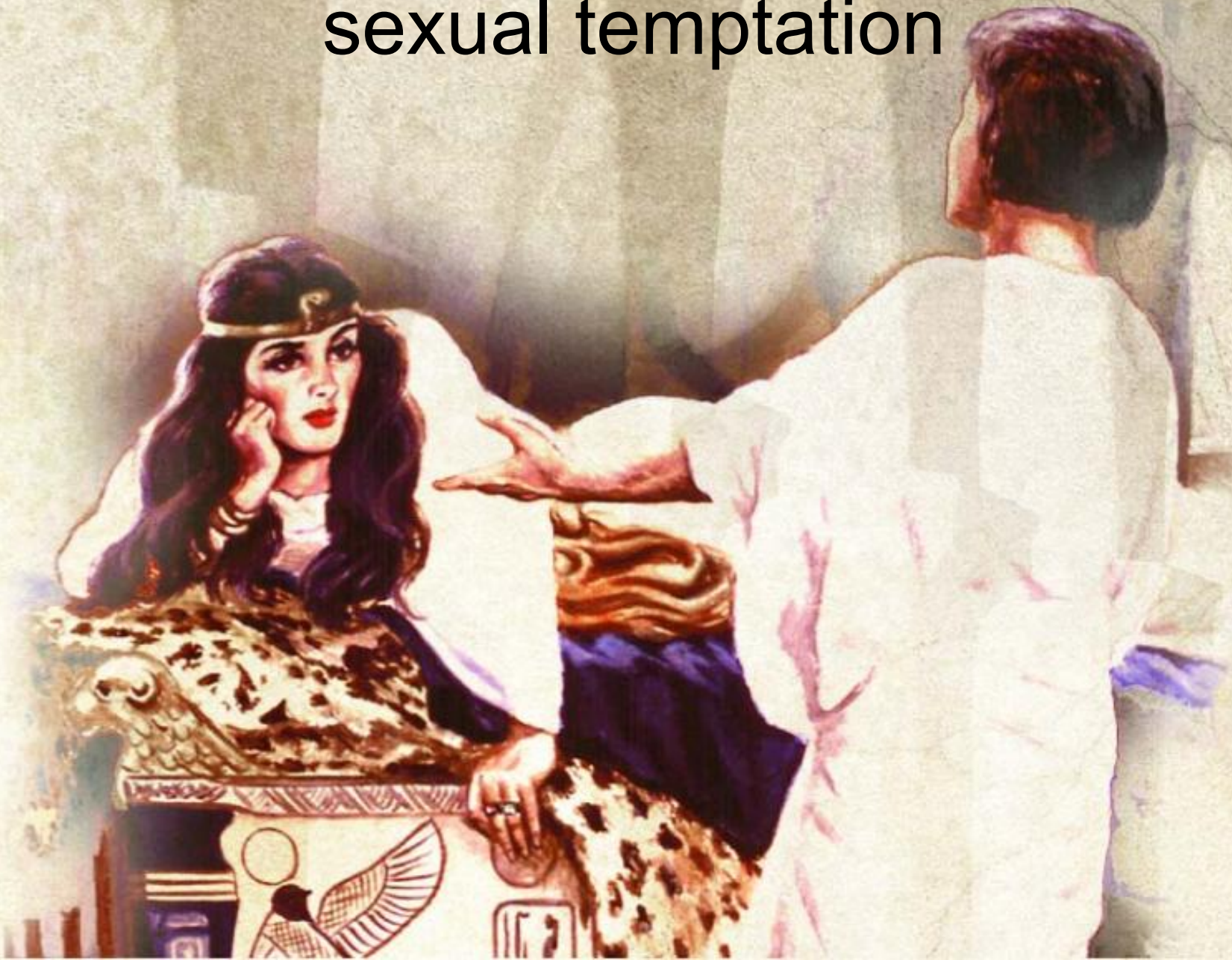
Acts 26:19 (NIV)

“I have fought the good fight, I have finished the race, I have kept the faith.”

“I have finished the race, I have kept the faith.”



Joseph: integrity in confronting sexual temptation



⁶ . . . Now Joseph was well-built and handsome,
⁷ and after a while his master's wife took notice of Joseph and said, "Come to bed with me!"
⁸ But he refused. "With me in charge," he told her, "my master does not concern himself with anything in the house;

everything he owns he has entrusted to my care.

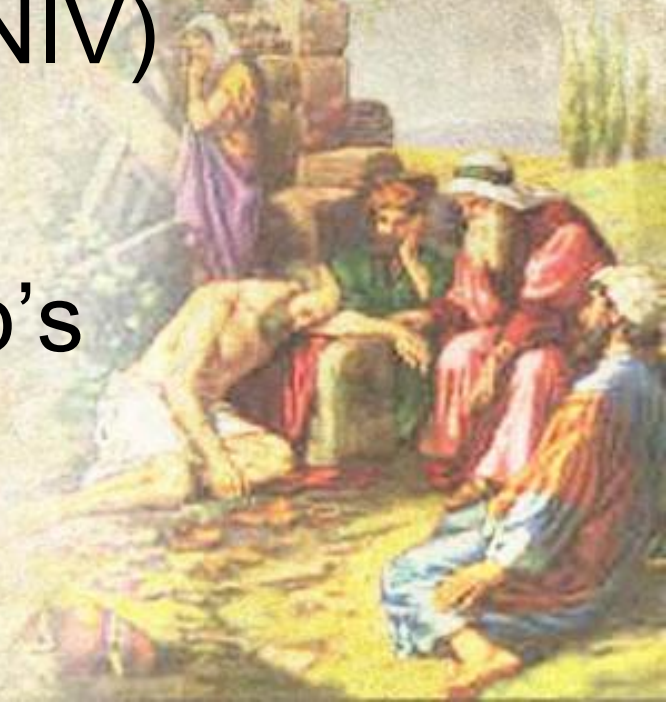
⁹ No one is greater in this house than I am. My master has withheld nothing from me except you, because you are his wife. How then could I do such a wicked thing and sin against God?"

Gen 39:6-9 (NIV)

Job: integrity in extreme adversity

“In the land of Uz there lived a man whose name was Job. This man was blameless and upright; he feared God and shunned evil.” Job 1:1 (NIV)

After Satan destroyed all Job’s property and family, “Job did not sin by charging God with

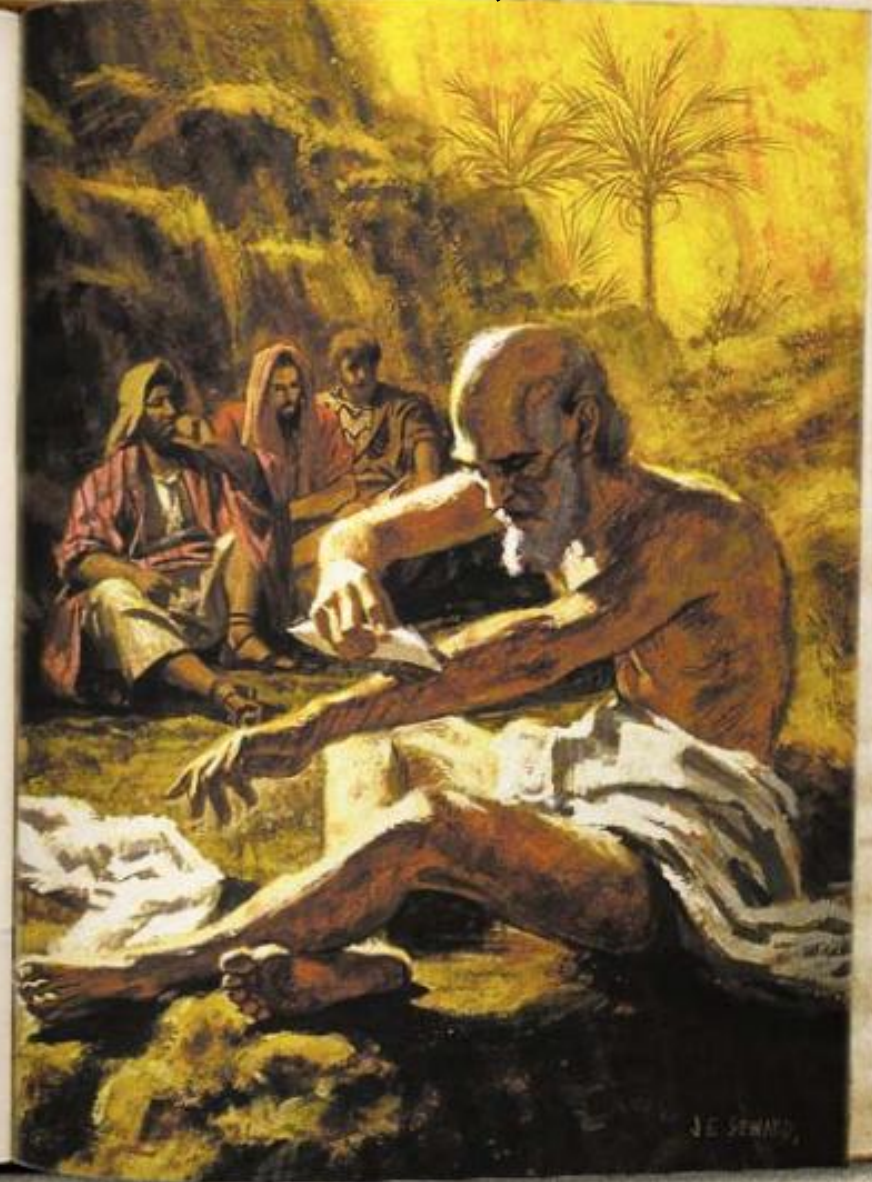


When Satan struck him with a terrible case of boils,

⁹His wife said to him, “Are you still holding on to your integrity? Curse God and die!”

¹⁰He replied, “You are talking like a foolish woman. Shall we accept good from God and not trouble?” In all this, Job did not sin in what he said.

Job 2: 9-10 (NIV)



David: integrity in repentance

⁷Then Nathan said to David, “You are the man! . . . ⁹Why did you despise the word of the Lord by doing what is evil in his eyes? You struck down Uriah the Hittite with the sword and took his wife to be your own. . . .”

¹³Then David said to Nathan, “I have sinned against the Lord.”

II Sam 12:7,9,13 (NIV)





²Wash away all my iniquity
and cleanse me from my sin.

³For I know my transgres-
sions, and my sin is always
before me. ⁴Against you, you
only, have I sinned and done
what is evil in your sight, . . .

⁷Cleanse me with hyssop,
and I will be clean; wash me,
and I will be whiter than
snow. . . . ¹⁰Create in me a

pure heart, O God, . . .

¹²Restore to me the joy of
your salvation . . .

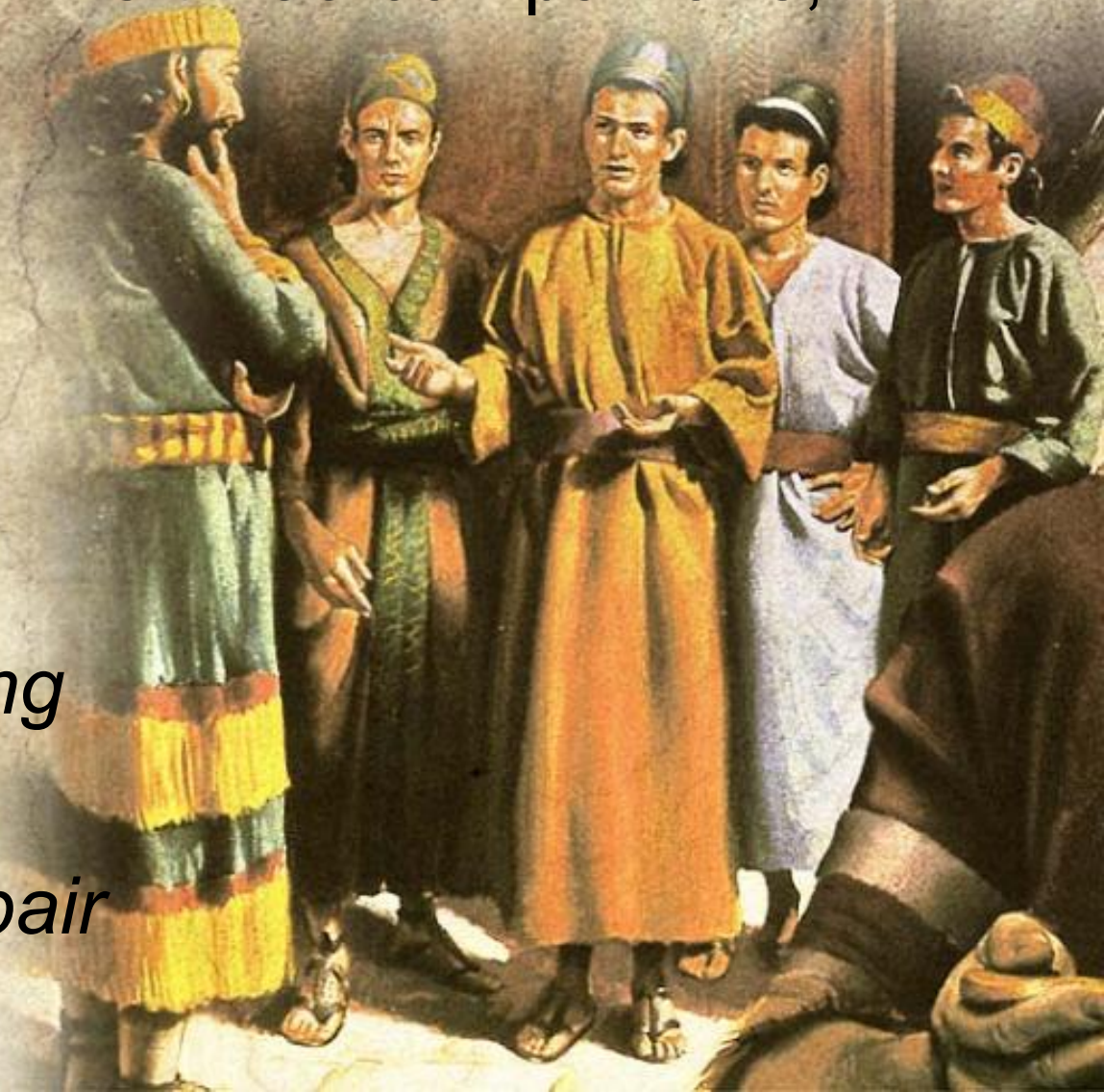
Ps 51:2-4,7,10,12 (NIV)

Daniel

As a youth he lived in integrity in adverse circumstances. With his three companions, “Daniel resolved not to defile himself with the royal food and wine. . . .”

Dan 1:8 (NIV)

- *lose his identifying values*
- *succumb to despair*



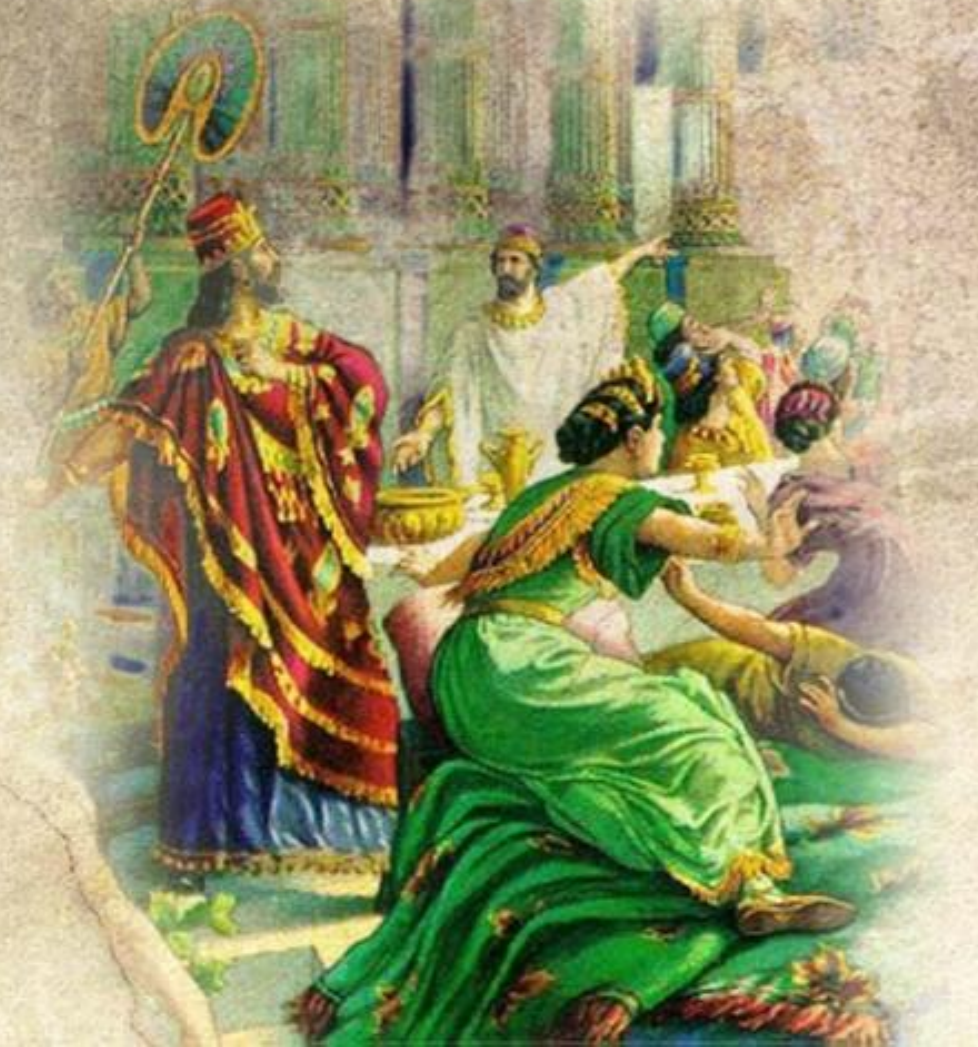
Daniel lived with integrity when he was an academic superstar.



Even though he was given preeminence after interpreting the king's dream, he remained humble

Daniel lived with integrity despite the turbulence of national conquest.

His counsel was equally valued by the leaders of Babylon and Medo-Persia.



At great personal risk, he warned Nebuchadnezzar of impending punishment to be inflicted because of kingly pride and arrogance.

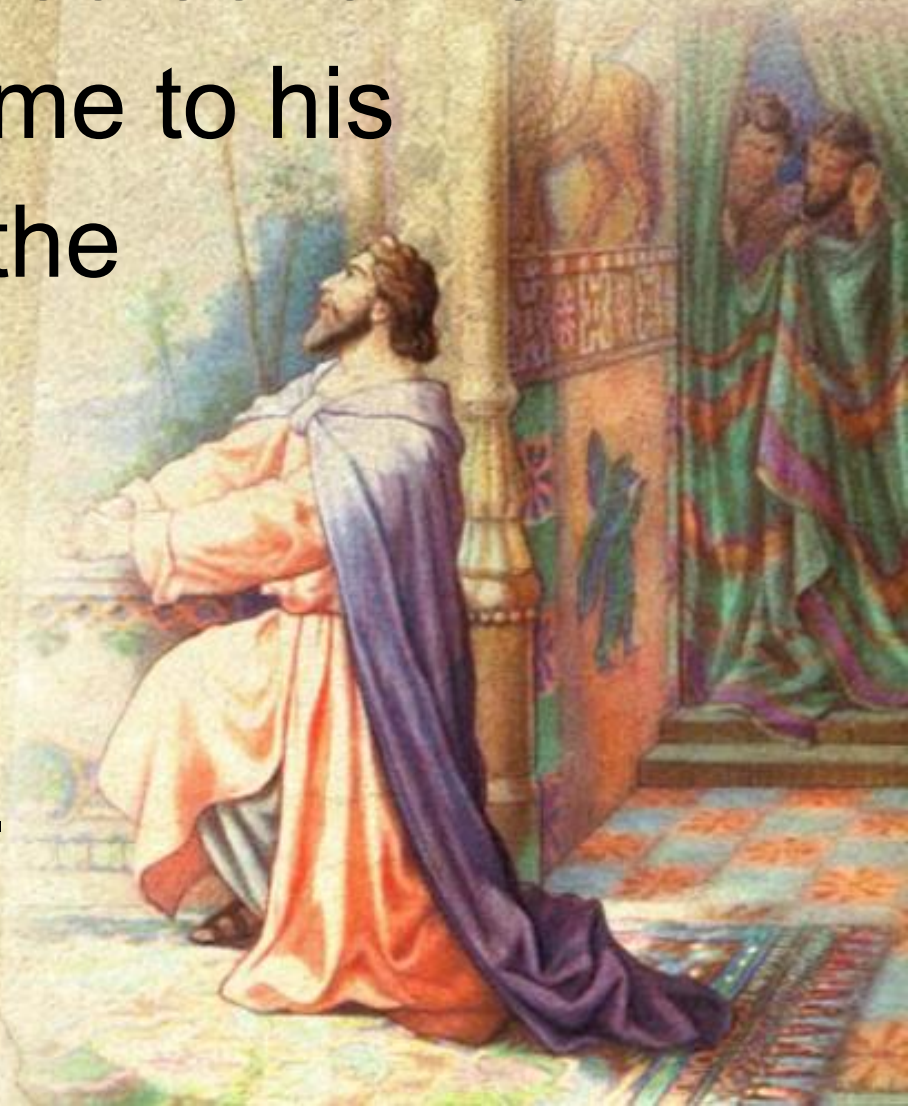


The final and supreme test of Daniel's integrity came in his old age.

In spite of the king's decree to the contrary, "he went home to his upstairs room where the windows opened . . .

Three times a day he got down on his knees and prayed . . .

just as he had done before."



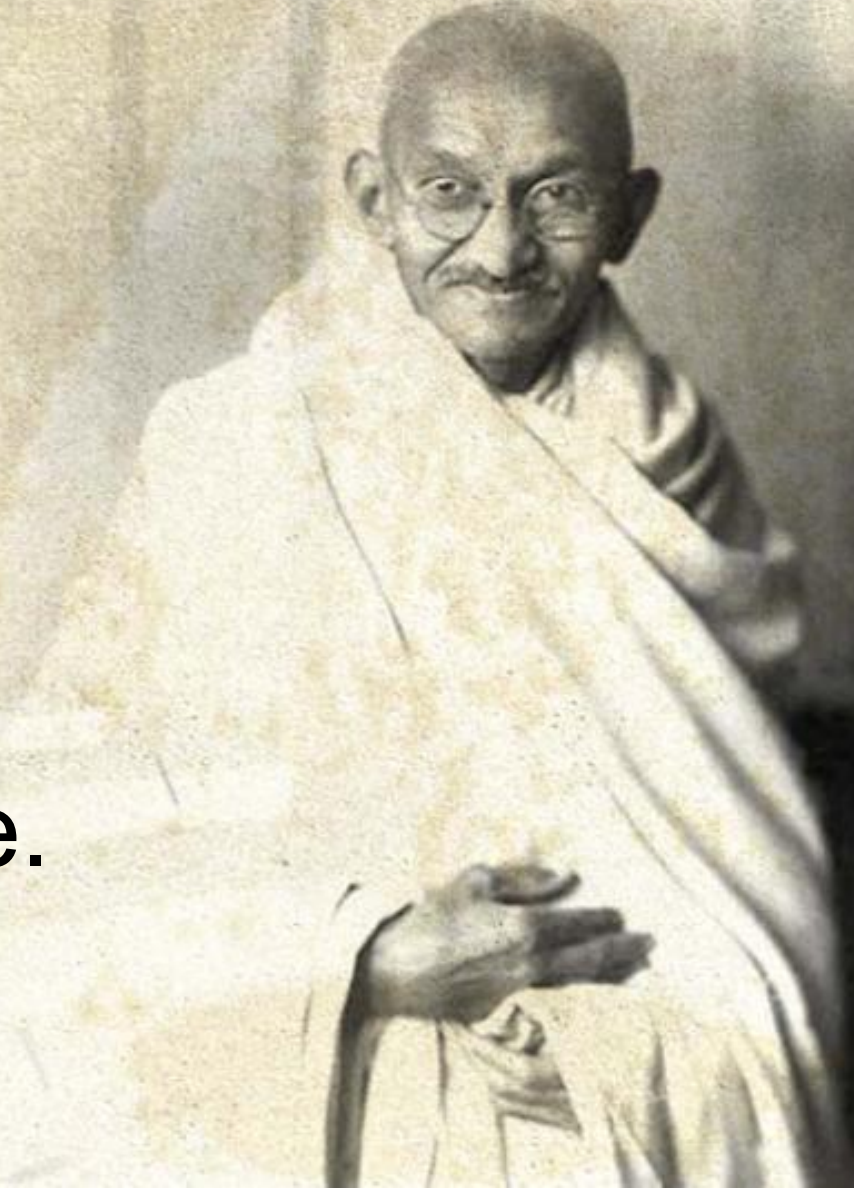
God rewarded his integrity. “My God sent his angel, and he shut the mouths of the lions. They have not hurt me, because I was found innocent in his sight. Nor have I ever done any wrong before you, O king.”

Dan 6:22 (NIV)

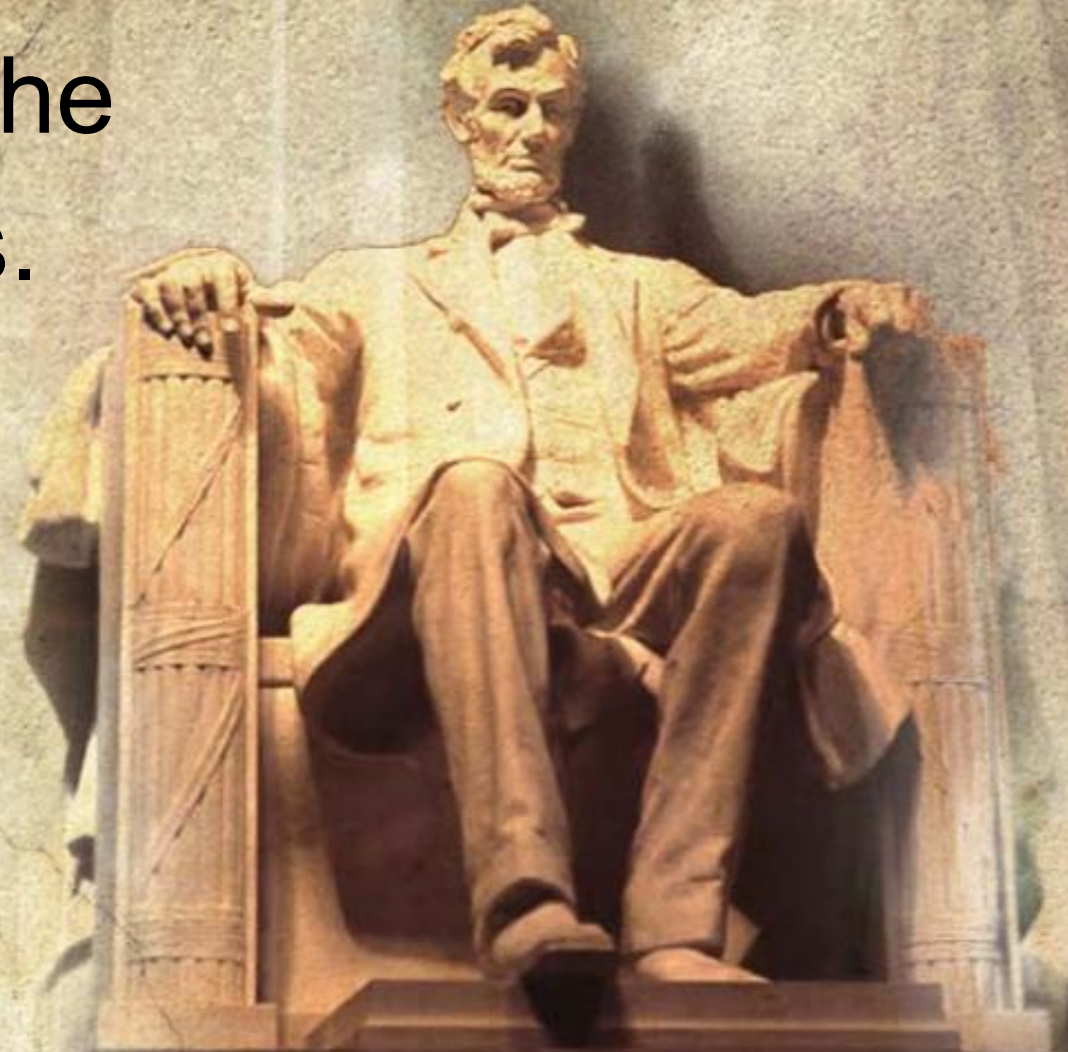


Examples *of* Integrity *in* Recent History

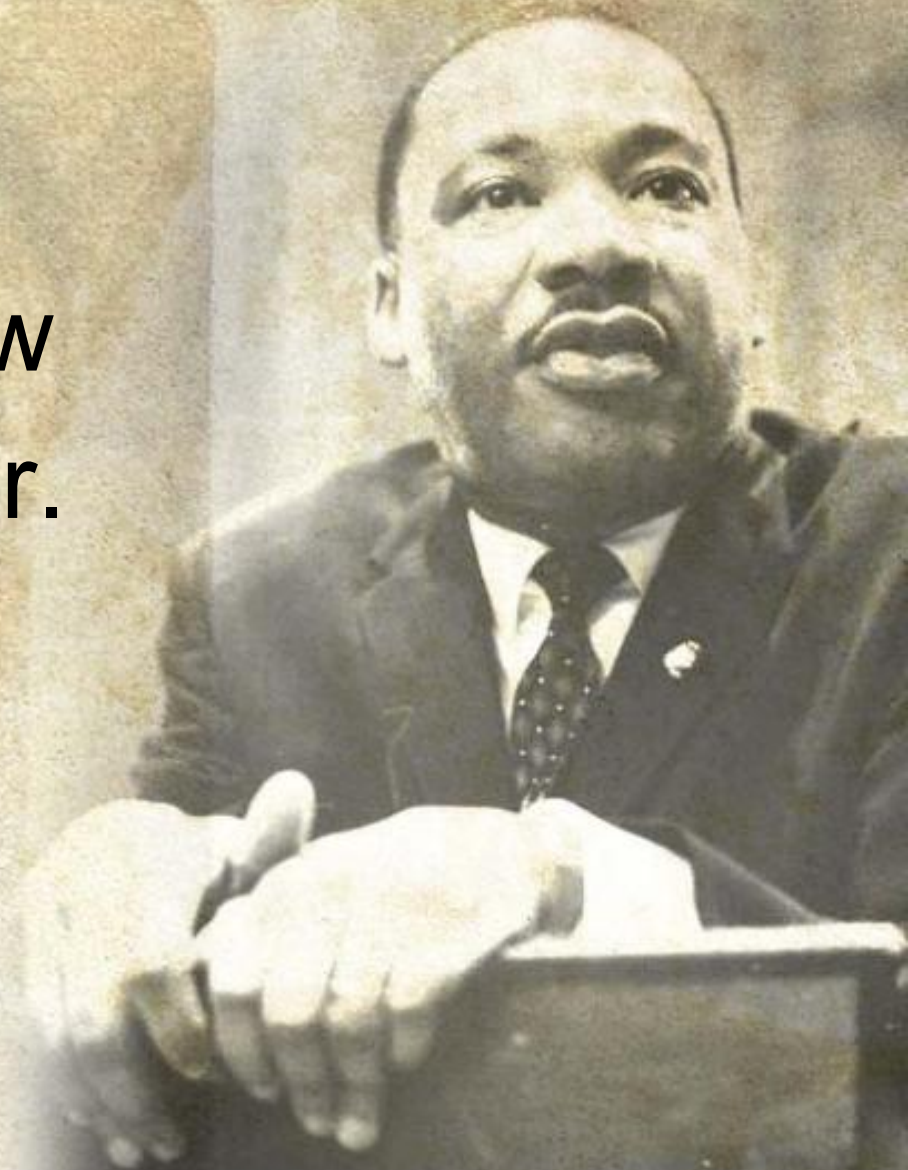
Mahatma Gandhi modeled nonviolent resistance to win India's independence.



Abraham Lincoln endured
civil war to free the
American slaves.



Martin Luther King Jr.
championed
non-discrimination,
even though he knew
his life was in danger.



Mother Teresa ministered to the untouchables of Calcutta.



James E. Burke, CEO of Johnson & Johnson Company, demonstrated integrity in 1982

when he ~~acted~~ *acted* on the company's credo to to

provide safe quality products

- *refused to cover up the news that seven people died when someone laced Tylenol with cyanide*

- *alerted the public to the danger*

- *removed all Tylenol from the U. S.*

until it was safe to redistribute

His decision cost the company \$100

million, but earned it priceless public trust.

(Johnson & Johnson, continued)

Tylenol was again tampered with and cyanide inserted into some capsules in 1986, resulting in one fatality.

This time the company withdrew Tylenol in capsule form until they reintroduced it in tamper-proof caplets, and later in tamper-evident packaging.

The company received much praise for its quick and honest handling of the crises

We Identify Integrity in Our Church Entities by the Following Behaviors:

1- We see integrity in corporate governance when Boards of Trustees

- *ensure that appropriate policies and procedures are approved and implemented*
- *hold leaders and managers accountable for*
 - *fulfilling the institution's mission*
 - *implementing strategic action plans*
 - *achieving quality in programs and products*
 - *ensuring healthy public relations*
 - *prudently handling all resources*
- *fully disclose real or potential conflicts of*

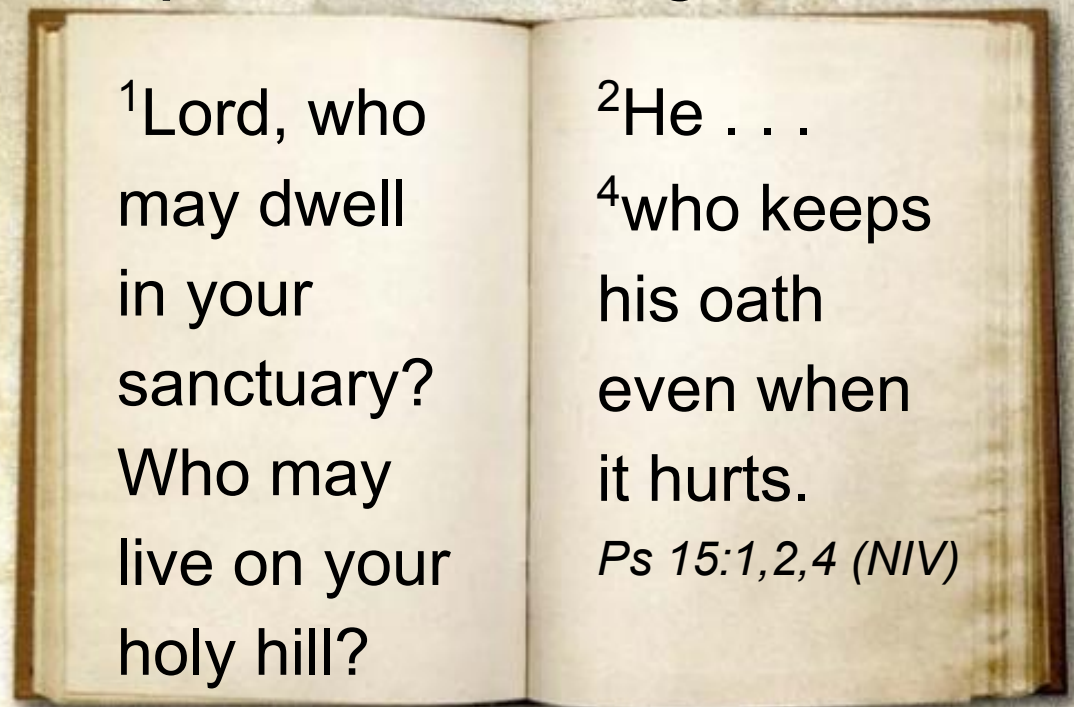
2- We see integrity when everyone is treated with fairness and equality without favoritism or discrimination.

- *Academic personnel consistently implement policies of academic integrity.*
- *Quality health care is provided to all patients regardless of their social status or ability to pay.*
- *All persons are treated fairly with dignity and respect.*
- *The environment is free from discrimination, hostility, or any form of harassment.*
- *All persons are held to a single standard of accountability for their behavior and*

3- We see integrity in business practices when

- *commitments and contracts are honored even when they may be unfavorable to the person making the commitment*

- *there is regulatory compliance and financial integrity in all dealings*



4- We see integrity in our institutions and churches when rumors and gossip are confronted and investigated.

Investigation

- *helps to identify the guilty party*
- *helps to clear the falsely accused*
- *stops gossip*
- *restores the reputation of the falsely accused*



Integrity does not mean perfection.

When an error does occur

- *report it immediately to the proper authority*
- *acknowledge the error to those who are directly concerned*
- *implement action to keep such an error from happening again*

“To err is human.” Corporate integrity is displayed when

- *governing bodies approve procedures for dealing with errors*
- *leaders create pathways for reporting errors so they can be corrected and prevented in the future*
- *employees are educated about, and rewarded for, following protocol if a mistake does occur*

Integrity: The Golden Egg in Business



The Integrity-based Organization displays

1

“Integrity of Vision—” creates “the greatest value service or product.”

2

“Integrity of Mission—” makes “your [organization’s] quality the best it can be.”

3

Integrity of Function—” makes “all functioning parts

4

“Integrity of Individual” – inspires each individual to give or do “his or her best in all aspects of [his/her] job.”

5

“Integrity of (financial) Compensation–” ties all pay and benefits to performance.

6

“Integrity of (nonfinancial) Compensation–” ties “respect, gratitude, and recognition to performance.”

7

“Integrity of Security–” develops “a plan that allows for stability and security of employment.”